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Working Group on Employee Rating

Progress Report to ORR Staff Meeting - 5 December 1961

Problem:

To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an "experimental" basis; to recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment; to ensure that rating systems recommended can be integrated into a Career Service program; to recommend methods of approaching uniformity in rating standards and to ensure that ratings are responsive to job duties and responsibilities; to recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques.

1. Performance Rating

A. The Working Group agreed to devise a rating system that can be integrated into the Career Service Program. It was further agreed that the technical requirements for a rating system under Public Law 873 could undoubtedly be met without difficulty even though CIA would request exemption from that Law by reason of administrative restrictions that were not compatible with security.

B. Further discussion on Performance Rating resulted in a recommendation to the Career Service Committee by the Working Group that there be no Performance Rating as such, but there will be recommended an employee evaluation system which will evaluate every employee. In the evaluation system current job performance would be included as a factor requiring rating by the supervisor in the process of evaluation.

C. Review of the procedures of other agencies led the Working Group to recommend to the Career Service Committee that Employee Rating be included in the evaluation system in the same wording as is used by AEC in complying with Public Law 873. The AEC statement is:

"John Doe meets (or exceeds) the requirements of his position." or "John Doe does not meet the requirements of his position."

2. Employee Evaluation

A. Primary purpose is to insure to the Agency and the employee the best use of his aptitudes, knowledges, skills, and interests.

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SECURITY INFORMATION

- 2 -

Evaluation of these factors is the first step for planning a career development system.

B. From definition of purpose the Working Group is now moving to selection of evaluation factors as they relate to aptitudes, knowledges, skills, and interests.

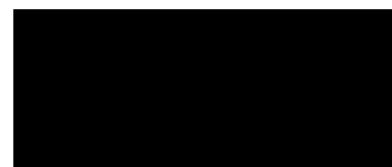
3. General points of agreement of the Working Group.

A. Job families may necessitate the establishment of more than one evaluation system but the purpose is to maintain simplicity and the Group will endeavor to recommend only one system for all employees.

B. An employee evaluation system to be effective requires proper training of the supervisor making the evaluation and, to a limited extent, discussion between employee and supervisor. The latter is limited as certain factors in evaluation do not lend themselves to such discussion.

C. The approach to the evaluation system will be necessarily empirical rather than scientific.

D. Each member of the Working Group will use some device, such as this memo, to determine the position of his Office on the conclusions or recommendations made by the Group.



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